Performance Based Adjustment Model (PBAM)

PBAM & MEPRS

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UNCLASSIFIED

Agenda

- Background
- Data and Sources
- Reports
- EAS Data Use

- PBAM is a financial and budgeting model designed to assist the Army MEDCOM in putting it's strategic vision into action by linking budgets with outputs and outcomes
  - Periodic adjustments to current and future year budgets based on performance in key strategic areas
  - Promotes healthcare capacity and access to care
    - Payments are based on changes in workload generated
  - Enhances quality clinical outcomes and patient satisfaction
    - Payments based on how well we take care of our patients
  - Promotes efficiency and data quality
    - Bonuses and penalties based on how resources and information are managed

Background

- Beginnings
- Evolution

Background

- Beginnings
  - Development began in 2005
    - Development team consisted of administrative and clinical staff
  - “Shadow” year in 2006
    - No Financial adjustments made but data available for review
  - Full implementation in 2007

- Evolution
  - PBAM had undergone many updates and refinement with more expected as the model matures

Background

Evolution of PBAM

Workload	FY06/07	FY08	FY09	FY10	FY11
Baseline	2-year average	Change to 1-year (prior year performance)			Business Plan
Payment Rates	PPS		RVU rates adjusted to incentivize core Product lines	Additional adjustments to further incentivize PC and MH	
Ambulatory	Simple RVUs: rolling-12				Change to Work and Practice Expense RVUs: Rolling-12
Inpatient			Payment for Inpatient RVUs (Work & PE)	MSDRG RWPs	
Source	CHCS and M2	M2: Stopped using CHCS due to problems with RWP data			
Efficiency					
Ambulatory Targets	Targets set using MGMA and historical data for Clinical Svcs (MEPRS3)	Targets modified to account for RVU weight changes	Modified Targets to ensure appropriate values		Targets by Provider Specialty
Inpatient Targets	Average Length of Stay by DRG			Average Length of Stay by MS-DRG	
Quality					
Outcome Metrics	7 Metrics		2 Metrics Added: 9 total	2 Metrics Added and Pneumovax®suspended: 10 total	Additional Outcome Measures: TBD
Rates by Percentile	Set at: $2.50 / $5	Rates Changed to: $5 / $10	Rates Changed to: $10 / $20		
Source	MHS Portal HEDIS List	MHS Portal Action List			
Other			Addition of Patient Satisfaction (Q21) and Inpatient Documentation Bonuses	Modification of Q21 Thresholds and Rates. Add a Q21 Negative Adjustment. Added Three Access to Care Questions (9,11, & 13)	
Administrative					
Admin Metrics				7 Metrics	
Incentives				Positive and Negative Incentive with Rates and Thresholds Specific to Each Metric	
Source				EASIV, SIDR, SADR, & Contractor Supplied	

Access

- Web based
  - HTTP Secure access protocol
  - Reports are published from the web using Microsoft Excel
  - No special programs required by end-users
- CAC access
  - CAC are required for access
  - Specific users identified
  - Uses Active Directory to validate access permission
  - Eliminates user name and password requirements
- All reports available to all users
  - Allows for peer comparison
- Report availability
  - New reports monthly with all historical reports maintained for review
  - Published at Medical Command, Regional Command, Parent DMIS, and child DMIS levels

Data and Sources

- Sources and uses
- Data Cycle

Data and Sources

Data Sources

- EAS
  - FTEs / Provider availability data
- M2
  - Workload: RVUs, RWPs, and Mental Health Bed days
- MHS Population Health Portal
  - Evidence Based Practice: HEDIS and Action List
- Army Provider Level Satisfaction Survey (APLSS)
  - Patient Satisfaction & Access to Care
- Other
  - External Contract: ORYX metrics

Data and Sources

Data Cycle

- Uses a 12-month rolling data set
- Model Year: August through July
  - Aligns the most complete 12-month data set with the Fiscal Year
    - July data available at the end of September
    - Data is processed and the July reports are published in October
  - First report is August, the final report is July
- PBAM baseline set using the July report
  - The July report is the final report of the year
  - Used as part of the budgeting process for the following year
  - 12-month data set that does not change once established
  - Follow-on year is compared to this data to make financial adjustments
- PBAM Monthly Reports
  - Reports are titled based on the based on the final month in the data set
    - Example: September 08 through August 09 data is used to publish the August 09 report
  - Budget modifications are made by a comparison of a the current rolling-12 to the established baseline

Reports

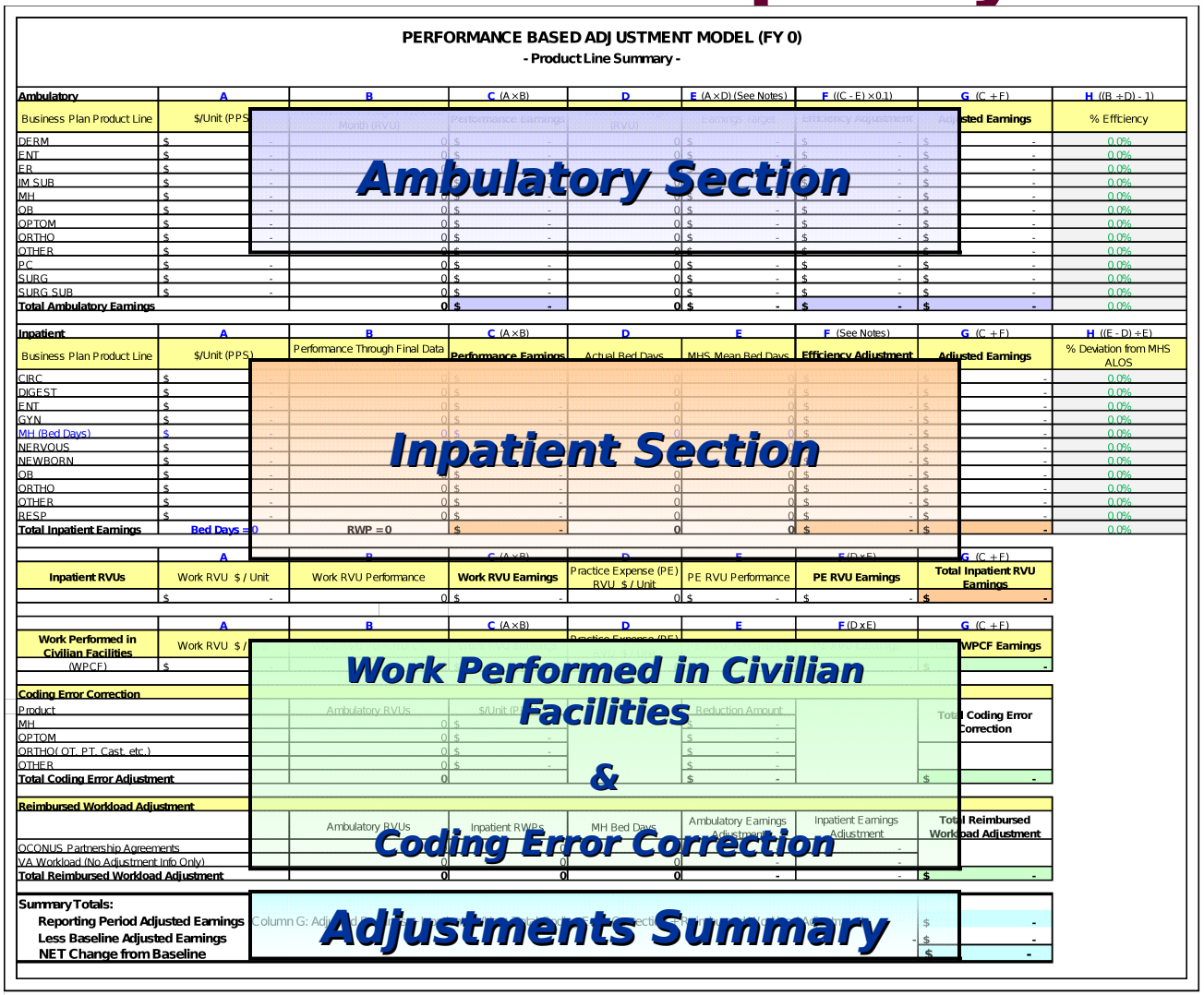
- Three Primary Reports
  - Capacity
  - Quality
  - Administrative
- Two Summary Reports
  - Financial
  - Workload

Workload Capacity

(Product Line Summary report)

- The first of three primary reports for PBAM. The report shows actual performance as compared to the performance targets and provides adjustment information for the Ambulatory, Inpatient, and Inpatient RVU performance sections as well as an Allied Health Coding Error Correction. Also included in the report is an OCONUS Partnership Agreement adjustment, a Veterans Administration Workload valuation, and a payment for workload performed in civilian facilities.

Workload Capacity



PERFORMANCE BASED ADJ USTMENT MODEL (FY 0)
- Product Line Summary -

Ambulatory	A	B	C (A×B)	D	E (A×D) (See Notes)	F ((C - E) ×0.1)	G (C + F)	H ((B ÷D) - 1)
Business Plan Product Line	$/Unit (PPS	Month (RVU)	Performance Earnings	(RVU)	Earnings Target	Efficiency Adjustment	sted Earnings	% Efficiency
DERM	$ -	0	$ -	0	$ -	$ -	$ -	0.0%
ENT	$ -	0	$ -	0	$ -	$ -	$ -	0.0%
ER	$ -	0	$ -	0	$ -	$ -	$ -	0.0%
IM SUB	$ -	0	$ -	0	$ -	$ -	$ -	0.0%
MH	$ -	0	$ -	0	$ -	$ -	$ -	0.0%
OB	$ -	0	$ -	0	$ -	$ -	$ -	0.0%
OPTOM	$ -	0	$ -	0	$ -	$ -	$ -	0.0%
ORTHO	$ -	0	$ -	0	$ -	$ -	$ -	0.0%
OTHER	$ -	0	$ -	0	$ -	$ -	$ -	0.0%
PC	$ -	0	$ -	0	$ -	$ -	$ -	0.0%
SURG	$ -	0	$ -	0	$ -	$ -	$ -	0.0%
SURG SUB	$ -	0	$ -	0	$ -	$ -	$ -	0.0%
Total Ambulatory Earnings		**0**	**$ -**	**0**	**$ -**	**$ -**	**$ -**	0.0%

Ambulatory Section

Inpatient	A	B	C (A×B)	D	E	F (See Notes)	G (C + F)	H ((E - D) ÷E)
Business Plan Product Line	$/Unit (PPS)	Performance Through Final Data	Performance Earnings	Actual Bed Days	MHS Mean Bed Days	Efficiency Adjustment	Adjusted Earnings	% Deviation from MHS ALOS
CIRC	$ -	0	$ -	0	0	$ -	$ -	0.0%
DIGEST	$ -	0	$ -	0	0	$ -	$ -	0.0%
ENT	$ -	0	$ -	0	0	$ -	$ -	0.0%
GYN	$ -	0	$ -	0	0	$ -	$ -	0.0%
MH (Bed Days)	$ -	0	$ -	0	0	$ -	$ -	0.0%
NERVOUS	$ -	0	$ -	0	0	$ -	$ -	0.0%
NEWBORN	$ -	0	$ -	0	0	$ -	$ -	0.0%
OB	$ -	0	$ -	0	0	$ -	$ -	0.0%
ORTHO	$ -	0	$ -	0	0	$ -	$ -	0.0%
OTHER	$ -	0	$ -	0	0	$ -	$ -	0.0%
RESP	$ -	0	$ -	0	0	$ -	$ -	0.0%
Total Inpatient Earnings	**Bed Days = 0**	**RWP = 0**	**$ -**	**0**	**0**	**$ -**	**$ -**	0.0%

Inpatient Section

	A	B	C (A×B)	D	E	F (D×E)	G (C + F)
Inpatient RVUs	Work RVU $ / Unit	Work RVU Performance	**Work RVU Earnings**	Practice Expense (PE) RVU $ / Unit	PE RVU Performance	**PE RVU Earnings**	**Total Inpatient RVU Earnings**
	$ -	0	$ -	0	$ -	$ -	$ -

	A	B	C (A×B)	D	E	F (D×E)	G (C + F)
Work Performed in Civilian Facilities	Work RVU $ /			Practice Expense (PE) RVU $ / Unit			**WPCF Earnings**
(WPCF)	$ -						$ -

Work Performed in Civilian Facilities

&

Coding Error Correction					
Product	Ambulatory RVUs	$/Unit (P		Reduction Amount	Total Coding Error Correction
MH	0	$ -		$ -	
OPTOM	0	$ -		$ -	
ORTHO(OT, PT, Cast, etc.)	0	$ -		$ -	
OTHER	0	$ -		$ -	
Total Coding Error Adjustment	**0**			$ -	$ -

Coding Error Correction

Reimbursed Workload Adjustment						
	Ambulatory RVUs	Inpatient RWPs	MH Bed Days	Ambulatory Earnings Adjustment	Inpatient Earnings Adjustment	**Total Reimbursed Workload Adjustment**
OCONUS Partnership Agreements				-		
VA Workload (No Adjustment Info Only)	0	0	0	-		
Total Reimbursed Workload Adjustment	**0**	**0**	**0**	**-**	**-**	**$ -**

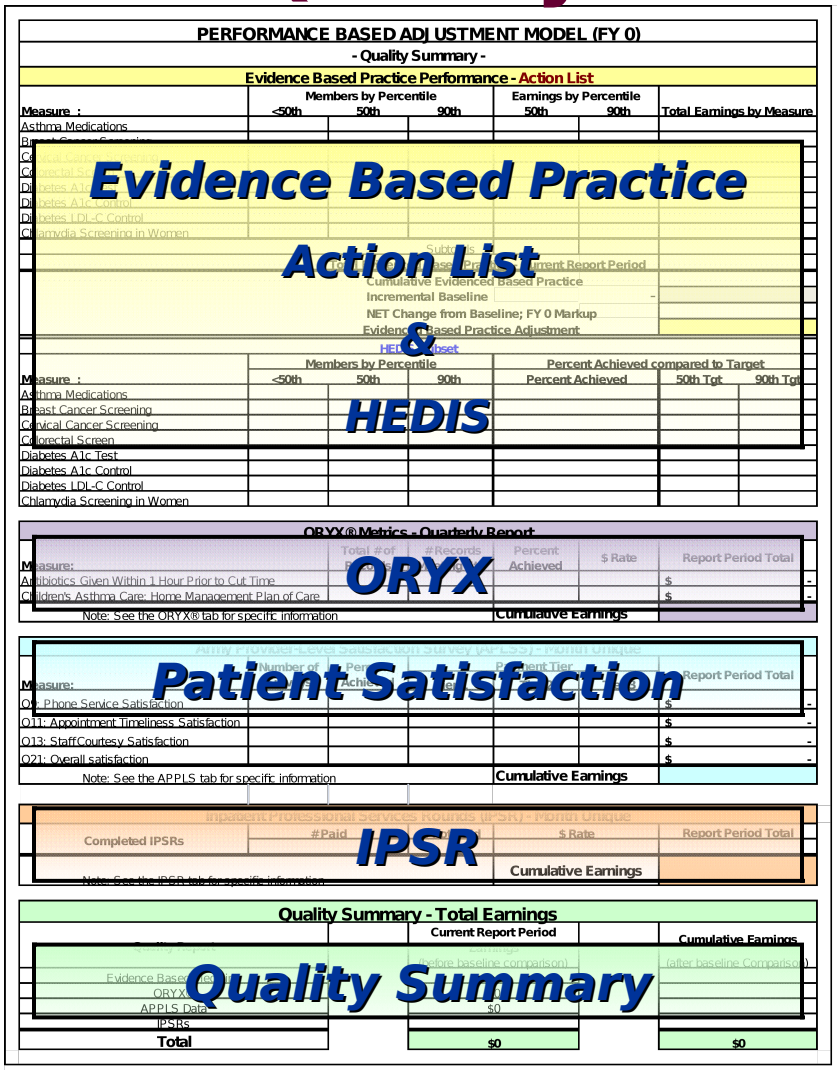
Summary Totals:		
Reporting Period Adjusted Earnings	Column G: Adjusted Earnings + Reimbursed Workload Adjustment	$ -
Less Baseline Adjusted Earnings		$ -
NET Change from Baseline		$ -

Adjustments Summary

Quality

- The second of three primary reports for PBAM. This report provides information and payment amounts for Evidence Based Practice (HEDIS and ORYX), Patient Satisfaction, Inpatient Professional Services Rounds.

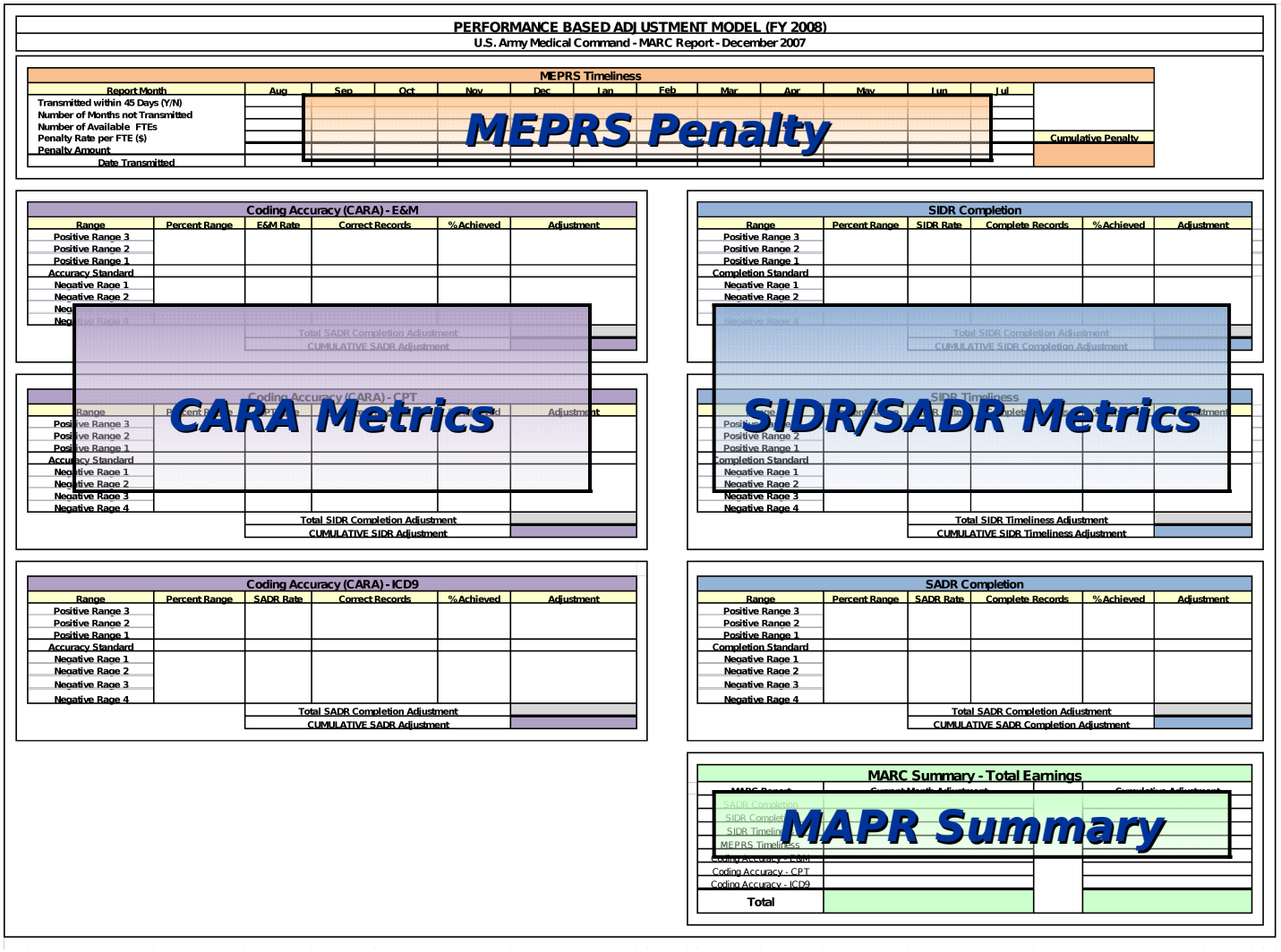
Quality


PERFORMANCE BASED ADJUSTMENT MODEL (FY 0)
- Quality Summary -
Evidence Based Practice Performance - Action List
Measure :
Members by Percentile
<50th
50th
90th
Earnings by Percentile
50th
90th
Total Earnings by Measure
Asthma Medications
Breast Cancer Screening
Cervical Cancer Screening
Colorectal Screen
Diabetes A1c Test
Diabetes A1c Control
Diabetes LDL-C Control
Chlamydia Screening in Women
Subtotals
Current Report Period
Cumulative Evidenced Based Practice
Incremental Baseline
NET Change from Baseline; FY 0 Markup
Evidence Based Practice Adjustment
HEDIS Subset
Measure :
Members by Percentile
<50th
50th
90th
Percent Achieved compared to Target
Percent Achieved
50th Tgt
90th Tgt
Asthma Medications
Breast Cancer Screening
Cervical Cancer Screening
Colorectal Screen
Diabetes A1c Test
Diabetes A1c Control
Diabetes LDL-C Control
Chlamydia Screening in Women
ORYX® Metrics - Quarterly Report
Measure:
Total # of Records
#Records Achieving Target
Percent Achieved
$ Rate
Report Period Total
Antibiotics Given Within 1 Hour Prior to Cut Time
Children's Asthma Care: Home Management Plan of Care
Note: See the ORYX® tab for specific information
Cumulative Earnings
Army Provider-Level Satisfaction Survey for CSSP - Portal Unique
Measure:
Number of Responses
Achieved
Percent Tier
Report Period Total
Q9: Phone Service Satisfaction
Q11: Appointment Timeliness Satisfaction
Q13: StaffCourtesy Satisfaction
Q21: Overall satisfaction
Note: See the APPLS tab for specific information
Cumulative Earnings
Inpatient Professional Services Rounds (IPSR) - Portal Unique
Completed IPSRs
#Paid
$ Rate
Report Period Total
Note: See the IPSR tab for specific information
Cumulative Earnings
Quality Summary - Total Earnings
Quality Reports
Current Report Period Earnings (before baseline comparison)
Cumulative Earnings (after baseline Comparison)
Evidence Based Practice
ORYX
APPLS Data
IPSRs
$0
Total
$0
$0
Evidence Based Practice
Action List
&
HEDIS
ORYX
Patient Satisfaction
IPSR
Quality Summary

Administrative Performance

- The third of three primary reports for PBAM. The report provides information and payment amounts for administrative processes.
  - MEPRS Timeliness
  - SIDR Completion, SADR Completion, SIDR Timeliness
  - Coding Accuracy for E&M, CPT, and ICD-9 codes.

Administrative Performance



Workload Summary

- Provide a summary view of the workload data from the Product Line Summary Report and provides baseline data for comparison for each of the four workload components.
  - Provides Baseline and performance target comparisons
  - Displays workload for “Top-3” and “Bottom-3” workload performers as compared to the baseline

Workload Summary

PERFORMANCE BASED ADJUSTMENT MODEL (FY 2009)
U.S.Army Medical Command - Workload Summary - October 2008

U.S.Army Medical Command Subordinate Units

COMMAND	Ambulatory					Inpatient							
	Reporting Period Workload		Baseline Workload		Change from Baseline	Reporting Period Workload			Baseline Workload			Change from Baseline	
	RVUs	% Deviation from Target	RVUs	% Deviation from Target	RVUs	RWPs	MH Bed days	% Deviation from Target	RWPs	MH Bed days	% Deviation from Target	RWPs	MH Bed days
ERMC	937,017	-5.0%	931,602	-4.1%	5,415	7,092	4,389	-0.4%	8,074	4,446	1.2%	-982	-57
GPRMC	4,476,260	-3.2%	4,444,303	-1.[illegible]	[illegible]	[illegible]	8,649	8.4%	38,369	8,159	8.3%	-161	490
NARMC	3,939,763	-9.3%	3,836,863	-1.[illegible]	[illegible]	[illegible]	8,991	-9.0%	24,501	9,266	-11.0%	-56	-275
PRMC	1,258,920	5.6%	1,233,762	6.2%	25,158	14,476	7,380	2.7%	14,250	7,163	2.8%	226	217
SERMC	2,844,101	9.0%	2,767,024	8.5%	77,077	14,079	9,215	3.6%	14,296	8,421	4.6%	-218	794
WRMC	1,479,082	2.3%	1,420,549	-4.5%	58,532	14,539	2,535	2.0%	14,464	2,523	0.9%	75	12
U.S.Army Medical Command	**14,935,143**	**-1.7%**	**14,634,104**	**-2.3%**	**301,039**	**112,838**	**41,159**	**1.8%**	**113,954**	**39,978**	**1.5%**	**-1,116**	**1,181**

Summary

TOP 3 Subordinates
(Ranked on Reporting Period Ambulatory RVU Change from Baseline)

	Ambulatory				
	Reporting Period		Baseline Workload		Change from Baseline
	RVUs	% Deviation from Target	RVUs	% Deviation from Target	RVUs
0089: WOMACK AMC-FT. BRAGG	961,536	0.7%	898,908	-1.2%	62,628
0125: MADIGAN AMC-FT. LEWIS	1,188,989	4.9%	1,132,819	-3.2%	56,170
0047: EISENHOWER AMC-FT. GORDON	701,780	16.0%	647,192	6.1%	54,588

Ambulatory Performance Summary

Bottom 3 Subordinates
(Ranked on Reporting Period Ambulatory RVU Change from Baseline)

	Reporting Period		Baseline Workload		Change from Baseline	
	RVUs	% Deviation from Target	RVUs	% Deviation from Target	RVUs	Percent
0060: BLANCHFIELD ACH-FT. CAMPBELL	650,346	1.9%	667,869	5.8%	-17,523	-2.69%
0606: HEIDELBERG MEDDAC	196,842	-13.6%	206,935	-11.0%	-10,094	-5.13%
0109: BROOKE AMC-FT. SAM HOUSTON	883,226	-6.3%	891,624	-2.9%	-8,398	-0.95%

TOP 3 Subordinates
(Ranked on Reporting Period Inpatient RWP Change from Baseline)

	Inpatient									
	Reporting Period Workload			Baseline Workload			Change from Baseline			
	RWPs	MH Bed days	% Deviation from Target	RWPs	MH Bed days	% Deviation from Target	RWPs	RWP Percent	MH BDs	MH BD Percent
0052: TRIPLER AMC-FT SHAFTER	7,116	1,521	7.3%	6,982	1,541	5.9%	134	1.89%	20	2.35%
0108: WILLIAM BEAUMONT AMC-FT. BLISS	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	9.72%
0089: WOMACK AMC-FT. BRAGG	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-1.31%

Inpatient Performance Summary

RWPs & MHBDs

Bottom 3 Subordinates
(Ranked on Reporting Period Inpatient RWP Change from Baseline)

	Reporting Period Workload			Baseline Workload			Change from Baseline			
	RWPs	MH Bed days	% Deviation from Target	RWPs	MH Bed days	% Deviation from Target	RWPs	RWP Percent	MH BDs	MH BD Percent
0607: LANDSTUHL REGIONAL MEDCEN	6,560	4,388	-1.4%	7,298	4,442	0.0%	-739	-11.26%	-54	-1.23%
0037: WALTER REED AMC-WASHINGTON DC	13,378	7,416	-32.9%	13,673	7,670	-35.2%	-295	-2.20%	-254	-3.43%
0109: BROOKE AMC-FT. SAM HOUSTON	16,867	266	2.6%	17,160	235	0.9%	-294	-1.74%	31	11.65%

TOP 3 Subordinates
(Ranked on Reporting Period Inpatient RVU Change from Baseline)

	Inpatient RVUs			
	Reporting Period Workload	Baseline Workload	Change from Baseline	
	RVUs	RVUs	RVUs	Percent
0108: WILLIAM BEAUMONT AMC-FT. BLISS	31,979	21,465	10,514	32.88%
0052: TRIPLER AMC-FT SHAFTER	165,800	155,853	9,948	6.00%
0607: LANDSTUHL REGIONAL MEDCEN	8,[illegible]	[illegible]	[illegible]	[illegible]

Inpatient RVU Performance Summary

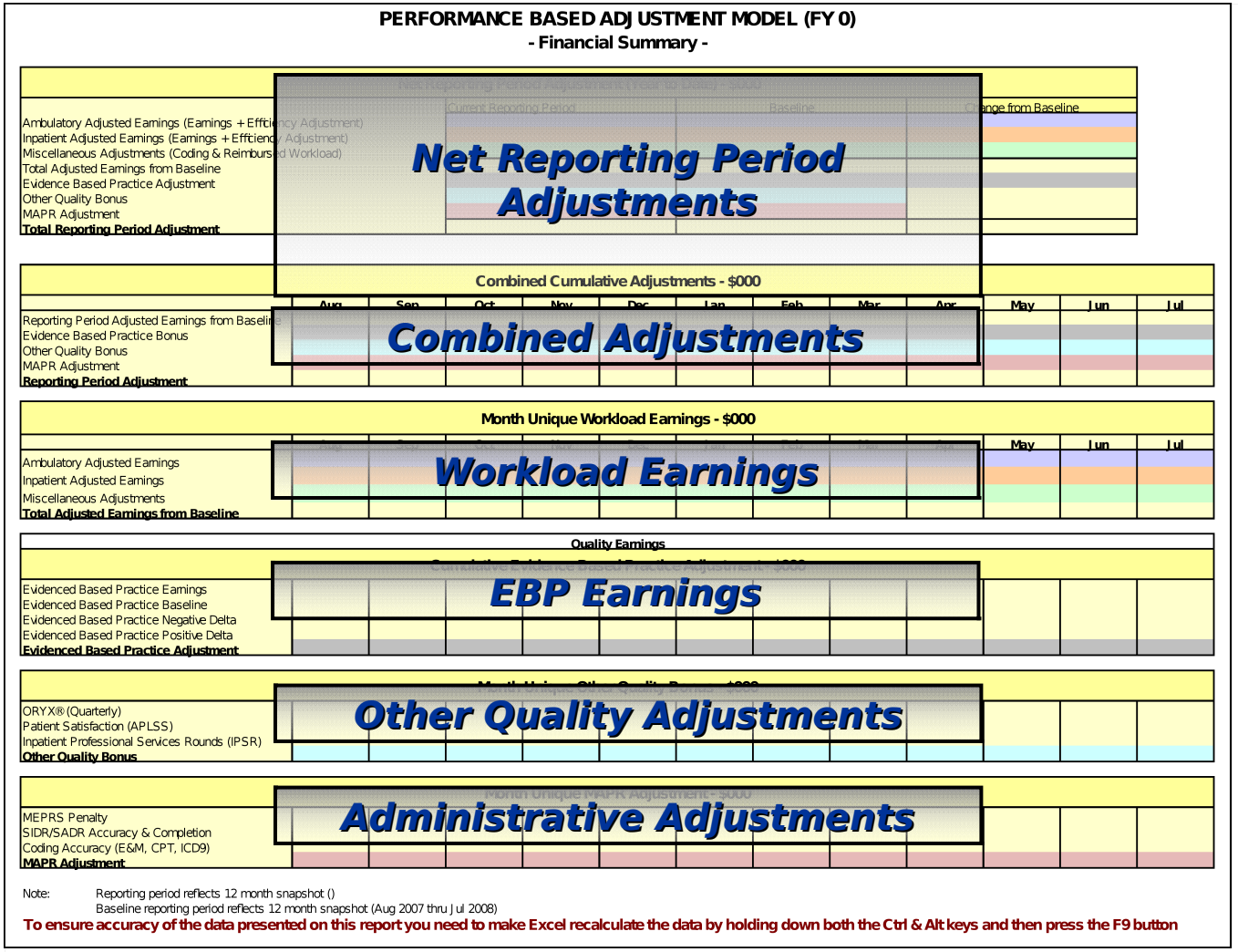
Bottom 3 Subordinates
(Ranked on Reporting Period Inpatient RVU Change from Baseline)

	Inpatient RVUs			
	Reporting Period Workload	Baseline Workload	Change from Baseline	
	RVUs	RVUs	RVUs	Percent
0612: 121st CSH-SEOUL	7,206	13,475	-6,269	-86.99%
0060: BLANCHFIELD ACH-FT. CAMPBELL	54,399	59,559	-5,159	-9.48%
0049: WINN ACH-FT. STEWART	24,947	26,879	-1,932	-7.74%

Financial Summary

- Provides a roll-up view of financial adjustment information from the Product Line Summary, Quality and Administrative reports.
  - Cumulative and individual month values
  - Displays the sub-components of each report

Financial Summary



EAS Data Use

- MEPRS Timeliness
- Ambulatory Targets

MEPRS Timeliness

- Information found on the MAPR

- MEPRS Timeliness – <u>PENALTY ONLY</u>
  - Applies a $10/FTE penalty for each delinquent monthly MEPR report
  - MEPR is delinquent 45 days after end of reporting month; DoD standard.
  - Penalties <u>not</u> recoverable

MEPRS Timeliness

- 1st Check:
  - Yes / No
  - 45 days
- Additional checks
  - Yes / No
- Total Available FTEs
  - All skill types
  - Excludes Dental and Vets
  - Average of most current 12 months

MEPRS Timeliness

Example using one MTF from FY09

The below MTF fell 2 months behind for 4 periods resulting in a $165.6K penalty

PDMIS	Description	'Aug	'Sep	'Oct	'Nov	'Dec	'Jan	'Feb	'Mar	'Apr	'May	'Jun	'Jul	Totals	PARENT TOTAL
32	Transmitted on Time?	NO	NO	NO	NO	NO	YES	YES	YES	YES	YES	YES	N/A		
32	FTE	1,991.56	2,016.09	1,895.72	1,518.54	1,711.42	1,928.69	1,708.73	1,913.17	2,184.78	1,896.64	2,042.48	-	1,733.99	Average FTE
32	Days >45	17	28	44	28	13	-	-	-	-	-	-	-		
32	Rate	$ 10.00	$ 10.00	$ 10.00	$ 10.00	$ 10.00	$ 10.00	$ 10.00	$ 10.00	$ 10.00	$ 10.00	$ 10.00	$ 10.00		
32	'Aug	1,991.56	-	-	-	-	-	-	-	-	-	-	-	$ 19,915.60	'Aug
32	'Sep	1,991.56	2,016.09	-	-	-	-	-	-	-	-	-	-	$ 40,076.50	'Sep
32	'Oct	-	2,016.09	1,895.72	-	-	-	-	-	-	-	-	-	$ 39,118.10	'Oct
32	'Nov	-	-	1,895.72	1,518.54	-	-	-	-	-	-	-	-	$ 34,142.60	'Nov
32	'Dec	-	-	-	1,518.54	1,711.42	-	-	-	-	-	-	-	$ 32,299.60	'Dec
32	'Jan	-	-	-	-	-	-	-	-	-	-	-	-	$ -	'Jan
32	'Feb	-	-	-	-	-	-	-	-	-	-	-	-	$ -	'Feb
32	'Mar	-	-	-	-	-	-	-	-	-	-	-	-	$ -	'Mar
32	'Apr	-	-	-	-	-	-	-	-	-	-	-	-	$ -	'Apr
32	'May	-	-	-	-	-	-	-	-	-	-	-	-	$ -	'May
32	'Jun	-	-	-	-	-	-	-	-	-	-	-	-	$ -	'Jun
32	'Jul	-	-	-	-	-	-	-	-	-	-	-	-	$ -	**$ 165,552.40**

Ambulatory Targets

- One component of the Product Line Summary Report
- Affects the Ambulatory portion only

- "B" MEPRS available FTEs
  - Excludes Interns, Residents, Skill Type 2 students, Dental, Vets, and Doctors of Pharmacy
    - Possible issue: RNs identified as Skill Type 2 providers
  - Skill Type 2 providers are not discounted

Ambulatory Targets

- Use:
  - Establishing the RVU/Provider/Day Target
    - MEPRS3
    - Health Policy and Services (clinical)
    - Historical workload and FTEs
    - Consultant review and input
    - TSG approval

Ambulatory Targets

- Application:
  - Establishing Performance Targets
    - Current Available FTEs
    - RVU/Provider/Day targets
    - Calculated Monthly and then summed
  - Example:
    - FTEs x Target x 21 = a 1 month target
      - If a provider has a 15 RVU/day target then the monthly target is 315 RVUs (15 RVUs / day x 21 Days) for 168 hours of available time (1 FTE).
      - If the provider has 103 hours of available time recorded for the month then that provider is a 0.61 FTE (103 hours/168 hours) The RVU target for this provider is determined by multiplying the 0.61 FTE by the 315 RVU standard (0.61 x 315 = 192.15 RVUs)

Ambulatory Targets

- Other Applications:
  - Filling for missing MEPRS due to Non-transmission
    - Average of current 12 months to fill
    - Average used to set performance targets
  - Filling “data holes” when MEPRS data has been transmitted
    - FTE data without Workload
      - Uses Standard method for calculating the Target
      - Appears highly inefficient do to having FTE and no associated workload
    - Workload without FTE data
      - No FTEs to set Target
      - Target is set using Workload +5%

Ambulatory Targets

Evaluating time reporting with PBAM

Ambulatory	A	B	C (A×B)	D	E (A×D) (See Notes)	F ((C - E)×0.1)	G (C + F)	H ((B ÷ D) - 1)
Business Plan Product Line	$/Unit (PPS)	Performance Through Final Data Month (RVU)	**Performance Earnings**	Performance Target (RVU)	Earnings Target	**Efficiency Adjustment**	**Adjusted Earnings**	% Efficiency
DERM	$ 52.45	4.717	$ 247.384	5.796	$ 303.989	$ (5.661)	$ 241.724	-18.6%
ENT	$ 50.10	25.164	$ 1.260.715	11.224	$ 562.318	$ 69.840	$ 1.330.555	124.2%
ER	$ 76.49	120.399	$ 9.209.323	71.105	$ 5.438.830	$ 377.049	$ 9.586.373	69.3%
IM SUB	$ 55.45	102.546	$ 5.686.165	81.969	$ 4.545.188	$ 114.098	$ 5.800.263	25.1%
MH	$ 38.77	93.104	$ 3.609.634	115.255	$ 4.468.446	$ (85.881)	$ 3.523.753	-19.2%
OB	$ 55.85	74.481	$ 4.159.762	49.090	$ 2.741.663	$ 141.810	$ 4.301.571	51.7%
OPTOM	$ 42.90	70.546	$ 3.026.421	42.304	$ 1.814.825	$ 121.160	$ 3.147.581	66.8%
ORTHO	$ 46.86	79.764	$ 3.737.755	94.572	$ 4.431.660	$ (69.391)	$ 3.668.364	-15.7%
OTHER	$ 67.45	27.289	$ 1.840.657	34.853	$ 2.350.861	$ (51.020)	$ 1.789.637	-21.7%
PC	$ 85.14	271.700	$ 23.132.526	302.270	$ 25.735.259	$ (260.273)	$ 22.872.253	-10.1%
SURG	$ 44.08	17.320	$ 763.450	8.564	$ 377.517	$ 38.593	$ 802.043	102.2%
SURG SUB	$ 43.86	40.145	$ 1.760.780	25.062	$ 1.099.220	$ 66.156	$ 1.826.936	60.2%
Total Ambulatory Earnings		**927.175**	**$ 58.434.573**	**842.065**	**$ 53.869.777**	**$ 456.480**	**$ 58.891.052**	10.1%

Ambulatory	B	D	H ((B ÷ D) - 1)
Business Plan Product Line	Performance Through Final Data Month (RVU)	Performance Target (RVU)	% Efficiency
DERM	4.717	5.796	-18.6%
ENT	25.164	11.224	124.2%
ER	120.399	71.105	69.3%
IM SUB	102.546	81.969	25.1%
MH	93.104	115.255	-19.2%
OB	74.481	49.090	51.7%
OPTOM	70.546	42.304	66.8%
ORTHO	79.764	94.572	-15.7%
OTHER	27.289	34.853	-21.7%
PC	271.700	302.270	-10.1%
SURG	17.320	8.564	102.2%
SURG SUB	40.145	25.062	60.2%
Total Ambulatory Earnings	**927.175**	**842.065**	10.1%

What do these mean to you?

Ambulatory Targets

- Financial Interpretation of PBAM:
  - PLSR
  - Financial Summary

Questions?